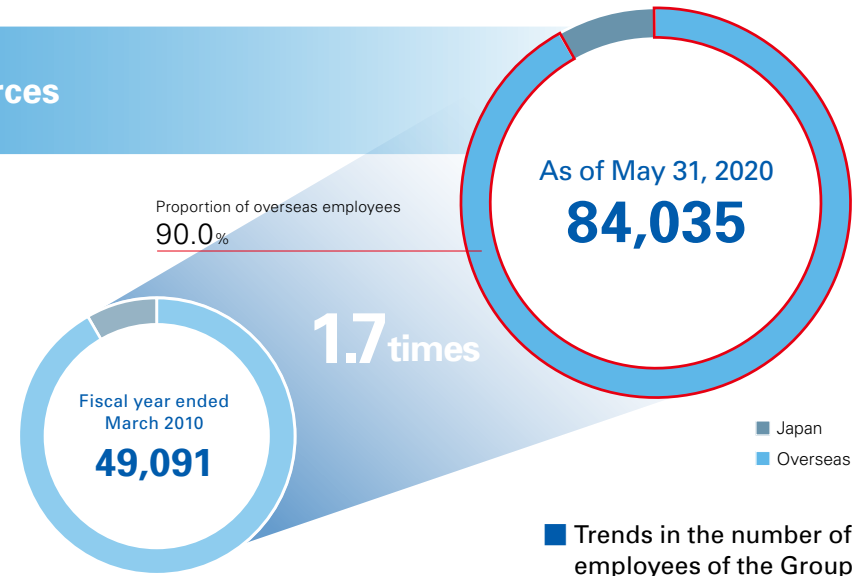


Strengths of Human Capital

The individuality of each and every employee acts as a catalyst of our success worldwide

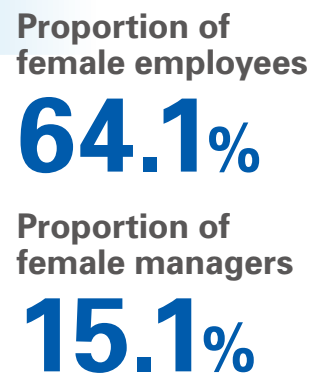
Strength 1 Global human resources

As of May 31, 2020, the Group has 84,035 employees, which amounts to 1.7 times our workforce relative to that of the fiscal year ended March 2010 as a result of business expansion, including M&As. With its overseas employees accounting for some 90.0% of that workforce, the Group's diverse range of workers each leverage their own unique abilities across its 27 sites of production, manufacturing and sales worldwide, and give rise to various synergies working in teams.



Strength 2 Women's empowerment

The Company serves as a global enterprise that carries out 87% of its production overseas and employs 90% of its workforce abroad. Meanwhile, the Group empowers many female employees given that women account for 64% of its overall workforce, while more than 15% of its managers are women. With respect to the Company's record of promoting women to management positions, MinebeaMitsumi Inc. has a total of three female officers, consisting of two Outside Directors and one Executive Officer. As for the Company's overseas affiliates, one female Group Executive Officer is employed in Thailand and another in China. Under the Group Executive Officer system, they were selected from among employees who are local nationals and they take part in management meetings held at the head office.



Strength 3 Skilled workers/engineers

The Company is taking steps to pass down manufacturing knowhow through human resources development as noted under the section on instrumental capital. We are accordingly enhancing the level of our technological capabilities through systematic engineering education and the Company's proprietary technical certification programs. We are also reinforcing mechanisms for fully educating operators and other members of the workforce on-site based on documented

Work Instructions (WI), with the aim of achieving a zero ratio of defective products. Moreover, the Company has been focusing its efforts on developing and gaining talent capable of promoting innovation by building business models and developing mechanisms in new fields of technology, which has accordingly been yielding innovative products that include SALIOT, Smart City Solutions, and the Bed Sensor System.

Strategies of Human Capital

Achieve ideals of the corporate philosophy acting as an unwavering presence

Strategy 1 Engage in human resources development and organizational reinforcement worldwide Material issue 3

In order to achieve the targets for the fiscal year ending March 2029, the Company will redouble its efforts to develop human resources capable of achieving operational excellence on a global scale. We will generate synergies that extend beyond conventional boundaries by leveraging the diversity of the Group's talent and promoting human resource exchanges worldwide through various units of the organization, employment positions, and professional duties.

- Main initiatives**
- Provide many employees with opportunities to work overseas
  - Dispatch employees to business schools in the U.S. (training to nurture next-generation leaders)
  - Organize leadership training for overseas manager-level employees
  - Overseas national staff training in Japan (improving business skills, learning Japanese, building networks)



Strategy 2 Promote the empowerment of women Material issue 4

On a non-consolidated basis, women remain 15% of MinebeaMitsumi Inc.'s overall workforce and 1.8% of its management. To achieve its aims of attaining further growth and becoming a corporation whose history spans an entire century, the Company believes it must create working environments that fully empower each and every one of its employees irrespective of their gender. Accordingly, we are carrying out training for our female employees, actively recruiting women, and developing programs to facilitate positive and rewarding work environments.

Strategy 3 Redouble efforts to develop and gain engineers and highly-skilled technical experts

The Company is generating an increasing proportion of business involving big data, artificial intelligence (AI), Internet of Things (IoT) and robotics, along with increasingly mounting needs for engineers and highly-skilled technical experts capable of building and managing technologies that enlist cutting-edge technologies. Amid that environment, the Company will redouble its efforts to develop and gain engineers and highly-skilled technical experts in such fields. To such ends, we will further upgrade opportunities involving engineering education encompassing cutting-edge technologies, while also taking steps to develop mechanisms and a corporate culture that will help us attract top-notch talent.

Generating new value by leveraging teams

The Group has been taking steps to strengthen its team-building initiatives. We have achieved numerous accomplishments in various activities at individual business sites and units of the organization. As an example, we have been striving to ensure that micro-bearing assembly skills are passed down through the generations, as profiled on the next page of this report, and have been engaging in ongoing efforts for connecting teams with the aim of pushing the limits of our technological capabilities. As an example of our efforts to promote productivity gains and cost reductions through bottom-up activities, we have been striving to motivate team members in terms of equipping them with a strong desire to achieve our managerial objectives. As an example of our efforts to address challenges of developing rewarding workplace environments, our aim of improving person to person engagement among our current and potential future employees has acted as a driving force for initiatives enlisting the entire organization. These initiatives are examples of how our efforts are ultimately helping to realize the ideals of the Company's corporate philosophy, "to contribute to society by 'Producing better products, with faster speed, in larger numbers, at lower cost and by smarter means,'" through co-creation in terms of collectively creating new value while engaging in dialogue with people harboring a variety of viewpoints. The Group aims to achieve the ideals of its corporate philosophy while consistently evolving as an organization by further promoting such team-building initiatives.



# Team-building initiatives for

Developing global human resources

## Developing human resources through team-building

Mechanical Assembly Business Unit, Thailand

In September 2019, the Thai Plant's Mechanical Assembly Business Unit embarked on team-building initiatives for members of all of its divisions including production operators. The purpose of the initiatives has been to take a bottom-up approach in forming teams which create ideas derived from solutions generated by each and every participant. These efforts have contributed to the Group's achievement of its managerial objectives, particularly in terms of improving productivity, improving quality, reducing scrap, cutting cost, and improving workplace environments.

Production operators have been achieving improved results by taking part in morning assemblies and other such forums, where they intently listen to issues encountered by other teams.



Senior Manager  
Takumi Niwa

Since the initiatives started, I have gained more opportunities to engage in dialogue with those in factory operations. I get the feeling that everyone is developing a greater sense of autonomy.



Fumika Kubo

**STEP 1**  
**Start of team-building initiatives**  
Details on team-building significance, objectives and process shared with all division members

**STEP 2**  
**Teams seek solutions that address issues**  
Enlisting on-site interviews, team members discuss among themselves measures that would streamline an entire process

**STEP 3**  
**Reinforcement of team strengths**  
A deeper level of mutual understanding and greater cohesion achieved by engaging in initiatives working with team members

**Concrete results achieved**  
Productivity for the fiscal year ended March 2020 was **21 percentage points higher** than that achieved in the fiscal year ended March 2018!

Promoting the empowerment of women

## Succession of skills and spurring their evolution: Technology for assembling the world's smallest ball bearings

Bearing Products Division, Machined Component Manufacturing Headquarters, Japan

Our ultra-micro ball bearings featuring an outer diameter of 1.5 millimeters and a thickness of 0.65 millimeters became commercially available in 2009 and are the culmination of painstaking efforts and hard work enlisting the entire Machined Component Manufacturing Headquarters. Initiated in 2008 to test the limits of our technological capabilities, the project enlisted the involvement of three generations of female technical experts in the assembly process. This was

the final stage of the project that engaged the teamwork of the entire business unit in efforts apart from design, parts production, assembly and other aspects of normal manufacturing operations.

We will forge connections with other advanced skills in our ongoing efforts to spur the evolution of our technology for putting together the smallest of bearing assemblies, which extends over three generations.

**Succession of skills**



First generation (2008 to 2015)  
Manager,  
Productivity Improvement  
Promotion Section  
Ikuko Koyama

I encountered various difficulties which I was able to overcome thanks to teamwork, particularly in terms of efforts of the many people involved in the project and mutual support.



Second generation (2015 to 2018)  
Group Leader,  
Productivity Improvement  
Promotion Section  
Junko Tsuchiya

I am grateful for having worked in an environment of reciprocal trust. I gained support from machine shops that manufacture parts and from other relevant units of the organization, and was blessed to work with a helpful mentor and a junior employee who could be trusted to carry things forward.



Third generation (from 2018)  
Assembly Section,  
Manufacturing Department  
Ayaka Kodaira

I was able to positively engage in tasks largely thanks to an organizational culture conducive to work whereby those around me listened to my suggestions and opinions, and accompanied me in carrying out my duties.

# co-creation of new value

Retaining and securing skilled workers and engineers

## Taking on challenges to ensure a rewarding company environment

myonic GmbH, Germany

Having become a member of the MinebeaMitsumi Group in 2009, myonic GmbH ("myonic") is a German company with a history of manufacturing precision miniature ball bearings spanning 80 years.

With the aim of increasing its retention rate when it comes to skilled workers and engineers, myonic initiated a project to make the company a rewarding place to work in 2011. It has furthermore been promoting a strategy of employer branding which involves making the enterprise more appealing as a workplace and engaging in initiatives entailing communication directed toward not only its employees but also individuals such as potential employees, family members of employees,

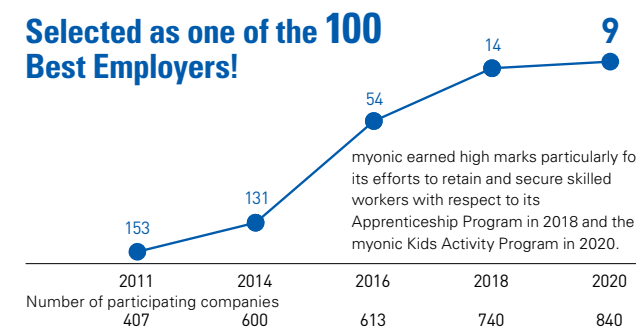


and customers. myonic has been taking part in the "Germany's Best Employers" competition held by Great Place to Work® (GPTW), an international institute that administers awareness surveys. It went from a ranking of 153rd in 2011 to landing among the top ten for its first time ever with a ninth-place ranking in 2020 as a result of having implemented policy planning that drew on findings of survey analysis.

Five key practices that help make our workplaces more appealing

- i. We enhance our approach to open communications among management, senior management, employees, and employee representatives
- ii. We promote an open-door culture whereby everyone is able to freely communicate with management
- iii. We thoroughly engage in communication policy that combines top-down and bottom-up approaches
- iv. We fortify support for policies that show appreciation for employees as individuals, and team initiatives in that regard
- v. We reinforce employees' trust in management and MinebeaMitsumi

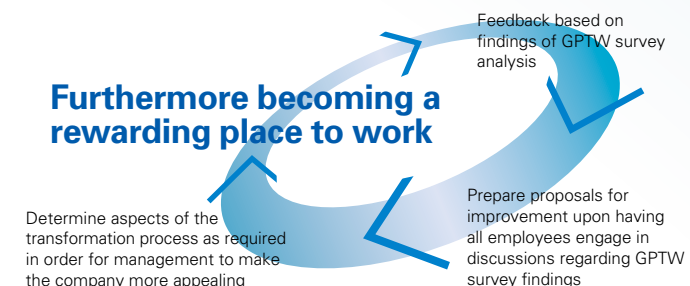
Rankings achieved in Germany's Best Employers competitions\*



Initiatives to achieve improvement with respect to serving as a Best Employer

Initiatives carried out since 2011

### Furthermore becoming a rewarding place to work



Outcomes attributable to GPTW initiatives

- Employees developed a greater sense of ownership and loyalty with respect to myonic
- A greater number of job candidates have been accepting job offers given that myonic has come to be recognized as a socially distinguished entity worthy of trust

Employee retention rate (2020)  
**99.1%**  
(Up 13.4 percentage points relative to 2011)

Job offer acceptance rate in 2019  
Up approx. **25** percentage points  
(Relative to 2011)



From left to right: Julia Mischke (Corporate Communications), Mr. Böck (CEO) and Sonja Westerhof (Human Resources Director)